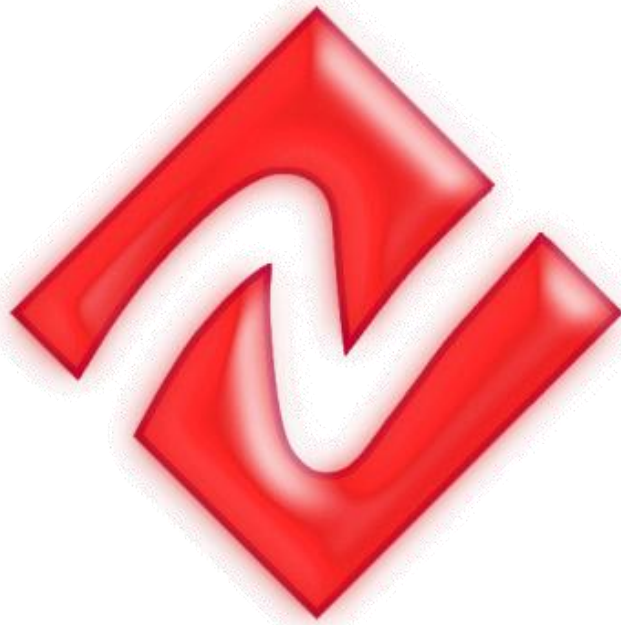


FACULTY HANDBOOK



**NORTH ARKANSAS COLLEGE
HARRISON, ARKANSAS
(870) 743-3000**

Table of Contents

Foreword

Section One: Philosophy of Faculty Service

- Philosophy and Mission
- Academic Freedom and Responsibility

Section Two: Policies and Procedures Governing Faculty Service

- Absence Procedure for Faculty
- Academic Advising
- Academic Assessment
- Appointment Periods and Compensation
- Assignment of Classrooms and Office Space for Full-Time Faculty
- Attendance at Commencement
- Authority of the Faculty
- Benefits
- Budget
- Children, Other Family Members, or Friends in the Workplace
- Code of Computer Usage
- College Committees
- Conflicts of Interest and Commitment
- Copyright and Fair Use within the Classroom
- Copyright Ownership
- Curriculum Changes
- Dismissal
- Emergency Procedures
- Faculty Access
- Faculty Evaluation
- Faculty Grievance
- Faculty Senate
- Financial Benefits to Instructors from Student Materials: Conflict of Interest Resolution
- Grades and Exams
- Inclement weather policy
- Key Definitions
- Mailboxes
- Membership in Professional Organizations
- No-Show Procedure
- Office Hours
- Online Learning
- Outside Employment Policy
- Overloads
- Part-Time Faculty

- **Personnel Files**
- **Posting Grades**
- **Research, Scholarship, and Creative Activity**
- **Resignation**
- **Rosters**
- **Security and After Hours**
- **Semester Teaching Load**
- **Sexual Harassment**
- **Strategic Planning at North Arkansas College**
- **Student Activities**
- **Student Attendance Policy**
- **Student Grievance**
- **Summer School Appointments**
- **Syllabi**
- **Teaching Responsibilities**

Section Three: Support Services

- **Computer Resources for Student Research, Assignments, and Testing**
- **Faculty Support Office**
- **Learning Assistance Center**
- **Other Services and Resources**
- **Technology Support**
- **Textbooks and Supplies**

FOREWORD

At North Arkansas College, the term *Faculty* means individuals who have been hired, either full or part-time, to be instructors of “for credit” courses offered by Northark and are listed as “instructors” in the college’s published schedule of classes. This handbook provides all full-time and part-time faculty with information about procedures, services, and activities that will assist them in the performance of their duties. The policies and standard practices described herein are not conditions of employment. The language is not intended to create a contract between the college and its employees.

In addition, this handbook identifies sources of other information of importance and interest to faculty members such as the North Arkansas College Board of Trustees Policy Manual, the Employee Handbook, the college catalog, and the student handbook.

The Faculty Handbook will be maintained on-line and contains links to important documents and down-loadable forms for compliance with college policies. Users may print handbook text or web site text (consistent with site policies) as needed.

The Faculty Senate of North Arkansas College reserves the right to revise, modify, or repeal its procedures at any time. However, the North Arkansas College Board of Trustees, on its own motion, may at any time review, amend, revise, overrule or affirm any policy that may be adopted by any group referred to hereinafter.

Suggestions or information regarding needed additions or revisions to the Faculty Handbook should be sent to the Vice President for Instruction, 870-391-3214.

NOTE:

At Northark faculty have neither tenure nor rank. All faculty at Northark have the rank of “Instructor,” which is the name of the position identified for teaching “for credit” courses per the Employment Contract for Professional Employees.

Because faculty at Northark may report to either division chairs or program directors (or in some cases to both), this handbook uses the term **Supervisor** instead of division chair or program director.

SECTION ONE: A PHILOSOPHY OF FACULTY SERVICE

PHILOSOPHY AND MISSION

The faculty, administration, and staff of North Arkansas College, a comprehensive community college, share a commitment to the people we serve, to the academic community we foster, and to the quality of the service and instruction we provide. North Arkansas College's mission is to provide high quality, affordable, convenient opportunities for learning and cultural enrichment in response to community needs.

The faculty's role in that mission reflects the college's values by

- Affirming the dignity of the individual.
- Encouraging the virtues of personal responsibility, honesty, integrity, and compassion in each individual.
- Creating a learning community that fosters openness and diversity.
- Encouraging creativity, critical thinking, and intellectual risk taking.
- Modeling teamwork and interdependent thinking.
- Recognizing the college's responsibility to help the people of our college and community lead more effective and productive lives as workers, citizens, and individuals.
- Taking the lead in applying educational technology to enhance instruction.
- Insisting on consistency, dependability, and effectiveness for all programs and services offered to our community.
- Assessing our programs and services on a regular basis to assure the achievement of their intended outcomes.
- Demonstrating that our students are achieving desired learning outcomes at both the course and program levels.
- Using assessment results to improve institutional effectiveness and enhance student learning.

The complete statement of the philosophy and mission of the college appears in the college catalogue.

ACADEMIC FREEDOM AND RESPONSIBILITY

(adapted from a statement adopted by the American Association of University Professors in 1987)

- College faculty, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. To this end, they devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They

practice intellectual honesty. Although college faculty may follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry.

- As teachers, college faculty encourage the free pursuit of learning in their students. They hold before them the best scholarly and ethical standards of their discipline. College faculty demonstrate respect for students as individuals and adhere to their proper roles as intellectual guides and counselors. College faculty make every reasonable effort to foster honest academic conduct and to assure that their evaluations of students reflect each student's true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation, harassment, or discriminatory treatment of students. They acknowledge significant academic or scholarly assistance from them. They protect their academic freedom.
- As colleagues, college faculty have obligations that derive from common membership in the community of scholars. College faculty do not discriminate against or harass colleagues. They respect and defend the free inquiry of associates. In the exchange of criticism and ideas, they show due respect for the opinions of others. College faculty acknowledge academic debt and strive to be objective in their professional judgment of colleagues. College faculty accept their share of faculty responsibilities for the governance of their institution.
- As members of an academic institution, college faculty seek above all to be effective teachers and scholars. Although college faculty observe the stated regulations of the institution, provided the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision. College faculty give due regard to their paramount responsibilities within their institution in determining the amount and character of work done outside it. When considering the interruption or termination of their service, college faculty recognize the effect of their decision upon the program of the institution and give due notice of their intentions.
- As members of their community, college faculty have the rights and obligations of other citizens. College faculty measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their institution. When they speak or act as private persons, they avoid creating the impression of speaking or acting for their college. As citizens engaged in a profession that depends upon freedom for its health and integrity, college faculty have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

SECTION TWO: PROCEDURES GOVERNING FACULTY SERVICE

ABSENCE PROCEDURE FOR FACULTY

All faculty at North Arkansas College are expected to meet each class for the entire period as listed in the semester class schedule. The college does recognize, however, that

situations may arise which prevent faculty from meeting class, though the expectation is that such absences will be rare. When ill, a faculty member should first contact the office of the Vice President of Instruction and then the appropriate supervisor as soon as possible. The supervisor is responsible for determining a procedure for locating a qualified substitute or deciding if it is best to cancel the class. Faculty must report absences on a monthly time sheet submitted to their supervisor.

Instructors in night classes should try to notify their students personally of unscheduled absences.

Faculty members who anticipate in advance being absent from class for a specified period of days must report such leave to the appropriate supervisor. Faculty planning official college travel should report such occasions and fill out appropriate forms as far in advance as possible.

ACADEMIC ADVISING

Because one of the institutional goals of North Arkansas College is to assist students in meeting their educational and career goals, the college places special emphasis upon the academic advising of students. North Arkansas College seeks to provide each student with assistance in identifying academic and career interests, developing a successful academic program, planning an effective career strategy, and addressing personal areas of concern. Although Northark faculty often informally advise their students, official responsibility for advising rests with the Career Center.

ACADEMIC ASSESSMENT

At Northark, the Academic Assessment Team (AAT), composed of faculty from each division and the Director of Institutional Research and Assessment, has developed and implemented a plan to assess student academic achievement, approved by the Faculty Senate. That plan describes faculty's role in assessment: "Assessment of student learning begins at the classroom level; however, institutional assessment is not about grades, individual students, or individual instructors. All assessment data are reported, analyzed, and applied independent of individuals and personalities." Specifically:

- All instructors state clearly on their syllabi the expected outcomes of student learning and the methods of measuring those outcomes.
- Instructors of multiple-section courses select a set of objectives common to all sections of that class; of course, instructors may add additional ones to their individual sections. These courses have a departmental final, a common core on the final, or a mastery test for all sections.
- During a semester, each instructor uses classroom assessment techniques (CATs) for immediate feedback on the level of learning taking place. In the fall 2000, instructors first used a common form to report two CATs to AAT. Each

semester, they will report classroom assessment activities for a different class. AAT will review the techniques with each division and compile a database of effective techniques for different courses. These techniques will be available at Northark's website.

- In addition, faculty may participate in assessment in other ways such as
 - allowing class time for students in randomly selected general education courses to take the Critical Thinking section of the CAAP test.
 - supplying artifacts to assess four general education outcomes: value systems and ethics, global perspectives, problem solving, and ethnic awareness.
 - reviewing assessment results for their division and proposing changes and, if necessary, proposing budget adjustments to allow the changes.

Northark's assessment plan concludes, "The assessment of student academic achievement at Northark is a closed loop. It is a faculty-driven process used to improve learning as it fosters excellence in teaching and educational processes. However, it is not a perfect process, and thus, is itself subject to annual review and revision. Teaching, learning, assessing, and revising comprise the cycle for continuous improvement of student academic achievement."

APPOINTMENT PERIODS AND COMPENSATION

Most full-time faculty have nine-month, or academic year, appointments. They are appointed using a contract for Professional Employees over a defined time period, which may begin before the first day of class and extend through graduation. Some full-time faculty and all part-time faculty have appointments for other periods, including spring or fall semester appointments, summer appointments, or appointments for a specified period to coincide with a grant or project.

Arkansas is an employment-at-will state, and the appointment letter and/or contract does not invalidate the employment-at-will intent. The college may dismiss or the employee may resign with due notice.

Arkansas state law prohibits employees from receiving pay before they actually begin work under their current contract. However, Northark has payroll installments that will allow full time faculty to receive a paycheck year around. Full-time faculty may elect to be paid in twenty-six equal biweekly installments, or they may also opt for twenty or twenty-three installments. More information can be obtained from the Human Resource Office.

Certain faculty members may earn additional pay for additional work as outlined in other sections of the Faculty Handbook.

ASSIGNMENT OF CLASSROOMS AND OFFICE SPACE FOR FULL TIME FACULTY

Classroom assignments for each term of the school year are part of the class schedule. Final assignments are made by the office of the vice president of instruction, and any request for reassignment of classrooms should be made to that office.

Office assignments are coordinated by the vice president of finance with input from faculty supervisors and the vice president of instruction. Any requests to change offices should be submitted to the appropriate supervisor for approval by the vice president of instruction and the vice president of finance.

The faculty member's supervisor is responsible for providing keys for office doors, file cabinets, desks, and other office furniture. Other keys, such as keys for the building's entrances, classrooms, labs, and other secured areas, will be provided when the supervisor determines they are needed. (The maintenance department will only provide keys upon the approval of faculty supervisors.) Faculty members must return all keys to their supervisors when they leave the employment of North Arkansas College.

ATTENDANCE AT COMMENCEMENT

All full-time faculty members at North Arkansas College are expected to be present and to take part in the Commencement Day exercises unless they have been previously excused by the President. The wearing of appropriate academic regalia is required. Faculty members who do not own academic regalia may rent or purchase them through the College Bookstore.

AUTHORITY OF THE FACULTY

According to the Constitution of the Faculty Senate of North Arkansas College (see "Faculty Senate" below), the faculty, acting under the Board of Trustees, shall have responsibility for all matters of academic concern. Such matters shall include, but not be limited to:

- curriculum development
- approval of all curricular offerings of the institution
- establishment of methods to evaluate the effectiveness and currency of the curricula
- shared responsibility with the administration for the quality of off-campus as well as on-campus offerings
- oversight for all educational offerings in cooperation with the administration

The faculty may make recommendations on any institutional matter of faculty concern. Such matters shall include, but not be limited to:

- faculty appointments, evaluation, professional development, and workload
- advising
- service to the college community
- sabbatical leave
- scholastic standards, including
 - degree requirements
 - curriculum review
 - admission standards
 - grading policy
 - academic probation, suspension, and dismissal
 - class length and structure of the academic year
- other responsibilities as may be defined by the faculty under the Faculty Senate constitution

BENEFITS

Because there are no employee benefits unique to faculty, for information about insurance, etc., see Section Four in the Employee Handbook.

BUDGET

Faculty are involved in Northark's budgeting process for two types of expenditures, operating and capital expenses.

The **Operating Budget** includes the departmental budgets for salaries, benefits, and general operating expenses, which include instructional supplies. Faculty should submit specific instructional needs requests to their supervisors, who submit budget requests in March to the Vice President of Instruction. The VPI then reviews and assembles the departmental requests.

The departmental requests are then presented and reviewed in senior management budget sessions. If the total of all requests, including any general compensation increases, is within the projected revenue level, the proposed budget is presented to the Board of Trustees for approval in the April or May board meeting.

Should the combined total of all requests exceed the projected revenue level, the request cycle is repeated with budgetary guidelines until the budget is balanced.

With the final adoption of a fiscal year budget, each division chair or program director is given an annual operating budget.

Additionally, in October of each fiscal year, there is a mid-year budget review to identify and address operational trends and developments unforeseen at the start of the year. The process and flow is identical to the initial budget preparation.

A separate **Capital Budget** is developed for individual items or a combined/related group of items costing \$500 or more and a two year or more useful life.

The capital budget, by department, is based upon a five year projection of needs. Twice a year, usually spring and fall, faculty may present instructional equipment needs not included in the annual departmental budget meeting the cost and useful life requirements above to their supervisors, who review and update their respective department needs and assign priorities.

These standard priorities are:

1. Program/Operations Endangered
 - a. Required by external regulating agency, **or**
 - b. Immediate replacement of essential (can't fund program without it) equipment due to total equipment failure/breakdown, **or**
 - c. Needed to continue a previously approved purchase/replacement schedule
2. Program/Operations Not Endangered, But Limited in Student Learning Opportunities, Applications, Procedures, or Upgrade Possibilities
 - a. Replacement needed to meet business/industry standards, **or**
 - b. Replacement or purchase needed to meet or maintain B/I expectations for student learning, **or**
 - c. Replacement or purchase needed to meet Northark or State standards
3. Program/Operations Not Limited in Student Learning Opportunities, Applications, Procedures, or Upgrade Possibilities, But Could Be Enhanced Considerably
 - a. Needed for enhancement of student learning opportunities, **or**
 - b. Needed for major program efficiency/economy

Next, all departmental capital needs are assembled by vice-presidential area and reviewed in joint session with senior administration. Depending on capital reserve funds available, certain items and/or priorities are recommended for Board of Trustee approval. Once approved, each item is coded with an "A," which signifies that the purchase requisition may be initiated for the actual acquisition process.

CHILDREN, OTHER FAMILY MEMBERS, OR FRIENDS IN THE WORKPLACE

It is college policy that only those providing or making use of college programs and services should be on campus regularly or routinely, except as bona fide visitors. Consequently, faculty should not have family members, including children, or friends as a regular presence in their workplace. Exceptions should only be made in response to

special circumstances for short periods of time and must be approved by the faculty member's supervisor.

CODE OF COMPUTER USAGE

Computing resources are provided by North Arkansas College to enhance teaching, research, service, and the activities that support them. North Arkansas College is committed to a computing system that effectively meets the needs of users. Individuals who are granted computing accounts or use computing resources at North Arkansas College accept responsibility with such access. Each user is expected to use accounts or resources within the college-approved educational, research, or administrative purposes for which they are granted. Activities beyond these stated purposes are strictly prohibited. The code of computing practices for the college with which faculty members are expected to comply is available at the Computing Services web site. Violations of this code will be reviewed through established college judicial and administrative procedures. Actions to restrict computer usage may be challenged through the same procedures. For a complete listing of all activities affected by this policy, see the code at http://www.northark.edu/computer_use_policy.htm or review it in the North Arkansas College Employee Handbook Section 2.4.

This policy helps to enforce national, state, and local laws regarding the use of computers, the Internet, and email. Any misuse of the college's computers could result in the loss of computing privileges. The Microcomputer Services Department monitors the use of each computer and takes the appropriate action when the policy has been violated.

COLLEGE COMMITTEES

Faculty at North Arkansas College are highly encouraged to serve on college committees. In addition to college wide committees whose membership may include faculty, staff, and administration, the Faculty Senate has the power to establish both standing and ad hoc faculty committees to serve specific purposes. The Faculty Senate is also able to organize internal committees as necessary. Membership on Faculty Senate committees is open to all full-time and part-time faculty of the college.

Currently the Faculty Senate has three standing committees: the Curriculum Committee, the Faculty Development Committee, and the Academic Assessment Team. The Curriculum Committee is chaired by the Vice President of Instruction and composed of faculty. Non-faculty personnel may serve the committee in an advisory, non-voting capacity. The Faculty Development Committee is composed entirely of faculty. The Academic Assessment Team is chaired by a faculty member and composed of faculty, as required by the North Central Association, but may also include non-faculty personnel from other areas to serve in advisory capacities.

In addition to the three standing committees, the Faculty Senate may establish ad hoc or advisory committees or task forces to address specific tasks, issues, or objectives.

Each of the Faculty Senate committees includes at least one member elected by each of the divisional areas on campus. No individual is allowed to serve on more than one standing committee at a time except as required by his or her position. Each committee has a chairperson, a recorder, and other officers deemed necessary. All committees must include at least one member from the Faculty Senate. Each committee is allowed to adopt a set of operating procedures for conducting its business. The minutes of each committee meeting are distributed to the campus community within one week after the meeting. The actions of each committee are considered advisory, and each committee must submit a written report of its recommendations to the Faculty Senate for review and adoption, modification, or rejection.

CONFLICTS OF INTEREST AND COMMITMENT

College employees need to be sensitive to the possibility that outside obligations, financial interests, or employment may affect their responsibilities and decisions as members of the college community. Involvement of college employees in outside activities, both public and private, often serves the interests of the individual, college, and general public. Participation of individuals in activities outside the college is encouraged to the extent that they do not interfere with the mission of the college in preserving, generating, and disseminating knowledge.

College employees may be faced with situations that conflict with their obligations, responsibilities, and decisions related to the mission of the college. These conflicts can generally be categorized as conflicts of interest or conflicts of commitment. Conflicts of interest are situations in which college employees may have the opportunity to influence college administrative, business, or academic decisions in ways that could lead to personal gain, give improper advantage to self or others, or interfere with the preservation, generation, or public dissemination of knowledge. Conflicts of commitment are situations in which college employees' time and effort given to outside activities and interests interfere with their obligations and responsibilities to the college. Conflicts of interest and commitment are not necessarily unwarranted, unethical, or illegal. Furthermore, conflicts of interest and commitment are not always avoidable. The failure to disclose situations that have the potential for or involve actual conflicts of interest or commitment, however, may be unethical and/or illegal.

See Section 2.6 of the Employee Handbook for the general Conflict of Interest statement.

COPYRIGHT AND FAIR USE WITHIN THE CLASSROOM

The term "copyright and fair use" refers to material someone else created that faculty members would like to use. For information dealing with material you have personally created refer to COPYRIGHT OWNERSHIP.

As stated in the North Arkansas College Employee Handbook, Northark requires that all faculty, staff, and students comply with federal law regarding the use of copyright protected materials including material for use in the classroom, out of the classroom in presentations, online, at conferences, and in homework.

Under the Digital Millennium Copyright Act, North Arkansas College has the responsibility to remove or deny access to websites with copyright violations if the websites are part of the college's network. In this event, it is the producer of the material that is liable for any copyright infringements.

The Copyright Act of 1976 (Revised) clearly defines the rights of ownership for authors and creators of copyrighted materials; however, it does make allowances for "fair use" of copyrighted material for educators under certain circumstances.

SECTION 107 states: "Notwithstanding the provisions of section 106 and 106A, the fair use of copyrighted work including such use by reproduction in copies or phono-records or by any other means specified by that section, for purposes such as criticism, comment, news reporting, teaching (including multiple copies for classroom use), scholarship, or research, is not an infringement of copyright. In determining whether the use made of a work in any particular case is a fair use to be considered shall include:

- (1) the purpose and character of the use, including whether such use is or a commercial nature or is for nonprofit educational purposes;
- (2) the nature of the copyrighted work;
- (3) the amount and substantiality of the portion used in relation to the copyrighted work as a whole; and
- (4) the effect of the use upon the potential market for or value of the copyrighted work.

The fact that a work is unpublished shall not itself bar a finding of fair use if such finding is made upon consideration of all the above factors."

Copies of the guidelines published by the Library of Congress are available in the Faculty Secretaries' Office. Printed materials such as magazines, news articles, and books that are copyrighted should not be copied. Work intended by the publisher as "consumable" (workbooks, exercises, standardized tests, and test booklets not containing written approval within the binding) are absolutely prohibited.

COPYRIGHT OWNERSHIP

The term "copyright ownership" is used here to discuss material faculty members have personally created. For information on copyright involving use of material created by someone else, refer to the section on Copyright and Fair Use within the Classroom.

In general, faculty authors own the copyright when they create work independent of their contracted terms of employment on their own time and initiative. Conversely, the college owns the copyright when work has been created as a condition of employment (work created for hire).

However, the college cedes copyright ownership to faculty members who write or develop a scholarly or academic work (such as books, papers, lecture notes, articles, and similar materials) either using their own resources or using college resources that are generally available to college faculty (such as office space, office computer, local telephone usage, and library resources) so long as such work does not interfere with their teaching responsibilities.

There are three areas of exception where the college does not cede ownership: 1) assigned projects and tasks, 2) external college agreements, 3) institutional works.

CURRICULUM CHANGES

Each change in course offerings at North Arkansas College originates in a division or department and always requires the approval of the Curriculum Committee in consultation with the Registrar's Office. The Curriculum Committee's duties include recommending course additions or deletions as well as modifications in degree requirements.

Advance planning is also required to permit the orderly preparation of the college catalog and the class schedule for the next semester. In general, changes in course titles, catalog course descriptions, prerequisites, course credits, or lecture/lab hours are proposed by a faculty member within a division or department, approved by the department chairman, and then brought before the Curriculum Committee. Each proposed change is discussed by the committee and usually approved. Often the changes in individual courses affect the requirements of a whole degree or certificate program, and a new program description with a list of the new course requirements must be prepared and presented to the Curriculum Committee for approval. All of these changes, once they are approved, can be incorporated into the class schedule for the following semester and into the new edition of the North Arkansas College Catalog, which is revised every two years.

Credit courses may not be taught more than once until they have been approved by the Curriculum Committee. New courses may be taught once without inclusion in the catalog if they are assigned a special course number. Such courses may be offered again if approved by the Vice President of Instruction.

DISMISSAL

General conduct standards and infractions that may result in discipline or dismissal are outlined in the North Arkansas College Employee Handbook Section 2.15.

Faculty members who feel they have been treated in a manner that conflicts with a written policy or procedure may follow the grievance procedure outlined in the North Arkansas College Employee Handbook Section 2.16.

EMERGENCY PROCEDURES

From time to time, situations occur on campus that require immediate medical attention. Any time that faculty encounter a situation on campus that requires or appears to require immediate medical attention, they should:

1. Go to the nearest phone and dial 9-911 and request assistance.
2. If the above number is not posted near the phone, call the switchboard and ask the operator to call for assistance.
3. Be prepared to give the location of the situation where assistance is needed and the general nature of the problem.
4. Afterwards submit a written statement on the incident to the VPI and Human Resources.

Each classroom and main office area has an Emergency Procedure Board posted giving emergency directions. Faculty should review those directions and be prepared, should any emergency arise.

North Arkansas College has a complete Crisis Management Plan available for review upon request in the Human Resource Office.

FACULTY ACCESS

Northark uses Faculty Access software to eliminate the need for paper rosters. Instructors can use Faculty Access by going to the Northark web page at www.northark.edu , clicking on “Faculty & Staff,” then either “Faculty Access (local)” or “Faculty Access (off-site).” The Registrar’s Office will assign each instructor a username and password before the semester begins. Faculty Access will allow faculty to print class rosters, verify official rosters, identify No Show students so that they may be dropped from the course, submit midterm and final grades, and access demographic information about students.

(See No-Show Procedure below.)

FACULTY EVALUATION

An important purpose of the faculty evaluation is to provide guidance and assistance to all faculty in their professional development and academic responsibilities in the areas of teaching and service to the college.

Each faculty member shall be evaluated by his or her chairperson, or other immediate supervisor, at appropriate intervals (normally on an annual basis) in accordance with the following criteria which are relevant to assigned activities.

Each faculty member shall be evaluated on the basis of achievement in the areas of teaching and academically related service. The annual review of each faculty member with a teaching assignment shall include

1. Peer evaluations
2. Self-evaluations
3. Student evaluation of teaching
4. Evaluation by the supervisor based on observation and possibly on the evidence of achievement in teaching or professional performance and on such teaching materials as course outlines, examinations, and supplementary materials.

Faculty members will have an opportunity to submit material they desire to be considered in the evaluation.

Within a reasonable time after the beginning of the first appointment of each faculty member, the faculty member will be notified of the criteria, procedures, and instruments currently used to evaluate performance.

After the evaluation process, the supervisor and faculty member will meet to review the evaluation and the evaluation will be signed by both parties. The evaluation form will include a space for the faculty member to respond to the chair's recommendations.

As long as a faculty member is employed by North Arkansas College and for at least three years thereafter, maintenance of evaluations, recommendations, and all other writings used in or resulting from the evaluation of that faculty member will be available to each faculty member from his/her supervisor.

Each year the vice president of instruction shall require of each faculty supervisor an evaluation of the performance of all faculty members in the division or department and ensure compliance with all criteria and procedures for evaluation. If the evaluation process identifies a problem, the supervisor shall provide the faculty member with a written report indicating any problems identified and solutions planned, if necessary.

FACULTY GRIEVANCE

Members of the faculty are expected to support the college's programs and policies, but from time to time individuals may feel that a Northark policy has been misapplied. Often grievances of this sort can be reviewed and resolved through informal discussions. However, when a grievance remains unresolved, a formal complaint procedure is initiated for a final decision or settlement.

Grievable issues include any work related action, problem, or condition, which an employee believes to be unfair, inequitable, discriminatory, or harmful to his/her performance in violation of existing policy and procedure. The grievance process ensures compliance with existing policy and procedures. The Grievance Procedure cannot change policy or procedure. The Governance System handles recommendations to adopt new policies or to change established policies.

The grievance procedure can be found in the North Arkansas College Employee Handbook Section 2.16.

FACULTY SENATE

**Constitution of the Faculty Senate
of North Arkansas College
(Adopted April 16, 2002)
(Amended August 13, 2002)
(Amended January 11, 2008)**

Article I. Name and Mission

Section 1. The name of the organization shall be the North Arkansas College Faculty Senate.

Section 2. The mission of the Faculty Senate of North Arkansas College is to serve as the official voice of the faculty in all learning, instructional, and faculty issues.

In order to fulfill this mission, the Senate shall:

- foster a community of mutual respect and cooperation within the college.
- facilitate effective faculty participation in academic governance.
- broaden communication in matters of concern to the college.
- engage the faculty's skills in the guidance of the college's programs.

Article II. Faculty Rights and Responsibilities/ Authority and Responsibility of the Senate

Section 1. It is the right of the faculty to develop curricula, approve all curricular offerings of the institution, and establish ways to evaluate the effectiveness

and currency of the curricula. They are responsible for the quality of off-campus as well as on-campus offerings and, in cooperation with the administration, faculty exercise oversight for all educational offerings.

Section 2. Faculty responsibilities include taking an active role in and advising the administration regarding the faculty's role in:

- Faculty appointments, evaluation, professional development, and workload.
- Advising
- Service to the college community
- Sabbatical leave
- Scholastic standards, including:
 - Degree requirements
 - Curriculum review
 - Admission standards
 - Grading policy
 - Academic probation, suspension, and dismissal
 - Class length and structure of the academic year
 - Other responsibilities as may be defined by the faculty under this constitution.

Section 3. The faculty of North Arkansas College vests its authority to enforce its rights and carry out its responsibilities in the Faculty Senate of North Arkansas College. The Senate shall carry out its responsibilities subject to the authority of policies established by the Board of Trustees and this constitution. It shall do so by creating such committees as it deems necessary to the performance of its duties and shall establish methods of selecting the membership of all such committees following the guidelines set forth in this constitution. These committees shall serve as needed, and shall communicate their findings directly to the Faculty Senate and, if directed, to the appropriate administrator of the college.

Section 4. The Senate shall constantly strive to keep all faculty and the administration current regarding its actions. All meetings of the Senate or any of its committees shall be open to all faculty and their guests. The time and place of each meeting shall be suitably published as set forth in Article V of this constitution. All minutes of Faculty Senate meetings and committee meetings shall be disseminated to the campus community within one week following each meeting.

Section 5. All actions taken by the Faculty Senate shall be promptly communicated to all interested parties. The Senate Chair shall communicate the recommendations of the faculty as expressed by the Senate to the Vice President for Instruction, the President, other administrators, and the Board of Trustees, as appropriate.

Article III. Membership and Organization

Section 1. Definition of Faculty.

“Faculty,” as used in this constitution, means individuals who have been hired, either full or part-time, to be instructors of “for credit” courses offered by the college and are listed as “instructors” in the college’s published schedule of classes. Part-time faculty must teach one semester during an academic year to be considered faculty.

Section 2. Membership of the Senate.

The Senate shall consist of 13 representatives elected from the faculty of North Arkansas College. Each of the college’s three divisional areas (Arts and Sciences; Allied Health and Nursing; and Business and Technology) shall elect four representatives by secret ballot.

Representatives shall be elected for two-year terms, staggered so that each divisional area shall elect one new representative to the Senate each year. All regular Faculty Senate representatives shall be elected to their positions during the month of April.

The thirteenth member of the Senate shall be an “at large” representative chosen by secret ballot of the faculty. In the years in which the “at large” representative shall be elected, each divisional area shall nominate one faculty member as a candidate from its area. All nominations for that position shall be made during the month of April, and the election by secret ballot shall take place at that time.

Newly elected members of the Faculty Senate shall take office in August, during the week prior to the start of classes for the Fall semester. The faculty of each divisional area shall have the right to recall one or both of their representatives at any time by majority vote.

Section 3. Organization of the Senate.

Officers of the Faculty Senate shall consist of a Chair, a Vice-Chair, and a Secretary. Members of the Senate shall elect officers at their first meeting following the annual election of new members and at any other time as may be required due to vacancy.

Section 4. Vacancy/Right to Recall.

A vacancy in the Faculty Senate will be considered to have occurred:

- when a member has missed three consecutive meetings without prior notice to the Senate Chair.
- when a member retires, takes leave of absence, or resigns from the Senate.
- when a member no longer meets the above definition of “faculty.”
- when a division recalls one or both representatives.

Any time a vacancy occurs, the faculty of the affected divisional area shall, by secret ballot, elect a representative who shall complete the original term of office.

The Faculty Senate has the right to recall any of its officers at any time by majority vote and elect new officers to finish the terms.

Section 5. Non-election of Incumbents.

Members of the faculty who have served more than one year shall not be eligible for re-election or serve to replace any vacancy that may occur in any term of the Faculty Senate for a period of one year from the completion of their term in office.

Article IV. Duties of Officers and Members of the Senate

Section 1. The duties of the Chair shall be:

- to call and preside over all meetings of the Faculty Senate
- to prepare the agenda for those meetings.
- to serve as the Senate's liaison to the Vice President for Instruction, the President of the College, other members of the administration, and the Board of Trustees.

Section 2. The duties of the Vice-Chair shall be:

- to assume the duties of the Chair in his or her absence and to assist the Chair as he or she may request in the fulfillment of the duties of the Chair.
- to serve as parliamentarian for the Faculty Senate.

Section 3. The duties of the Secretary shall be:

- to keep and disseminate accurate minutes of all Faculty Senate meetings.

Section 4. The duties of individual members of the Senate shall be:

- to attend all meetings of the Faculty Senate.
- to represent the interests of their divisional area and to always seek the advice of their colleagues in order to vote consistently with those interests.
- to be an advocate for the general interests of North Arkansas College and its students.
- to attend all committee meetings for which they have oversight.

Article V. Meetings of the Senate

Section 1. The Chair shall schedule general meetings of the Senate at least twice each semester during the academic year and any time two of the three officers agree there is a need to conduct business.

Section 2. The Chair shall call special meetings upon the request of any three Senate representatives or upon receipt of a petition signed by no fewer than 10% of

full-time faculty members. The request or petition shall state the reason for a special meeting. The Senate shall hold such special meetings no later than 10 days from the receipt of the request or petition or at a date agreed upon by the Senate Chair and those requesting the special meeting.

Section 3. Both general and special meetings shall be open to all members of the faculty and their invited guests. The Senate may take official action only at a general or special meeting.

Section 4. The Chair of the Faculty Senate shall notify all faculty of the time and place of all meetings at least one week prior to the meeting. The notification shall include the agenda for the meeting.

Section 5. The Chair of the Faculty Senate may schedule executive sessions which shall be open only to members of the Senate and persons whom the Senate deems appropriate to invite. The Senate may not take official action at such executive sessions.

Section 6. Two-thirds of the membership of the Senate shall constitute a quorum for the transaction of business.

Section 7. The Chair shall conduct all meetings according to Robert's Rules of Order, unless otherwise agreed upon by majority vote. The Vice-Chair shall act as parliamentarian.

Article VI. Committees

Section 1. The Faculty Senate shall establish standing and ad-hoc faculty committees to serve specific purposes. Any ad-hoc committee that has successfully discharged its duties shall immediately disband. The Faculty Senate may organize internal committees, as needed.

Section 2. Each committee shall elect its own officers from among its members. No member of the faculty shall chair more than one committee at the same time. The Faculty Senate shall have at least one representative on each committee.

Section 3. Membership on committees is open to all full-time and part-time faculty. Each committee shall consist of two members elected by each of the divisional areas on campus. Each individual committee member shall be responsible for selecting an alternate member who will take his/her place as a divisional area representative should the member be unable to attend a meeting. Any committee member who fails to attend three meetings without prior notice to the Chair shall be replaced with another faculty member from the member's divisional area.

Section 4. Each committee shall determine its own method of conducting business, subject to the constraints of this constitution.

Section 5. Committee actions are advisory. Each committee shall submit a written report of its recommendations to the full Senate for review and adoption, modification, or rejection.

Article VII. Constitutional Amendments

Section 1. The faculty must approve this Constitution by a majority vote of the faculty casting ballots.

Section 2. Any change or addition to this Constitution must be presented in writing to the Faculty Senate for approval. Upon Senate approval, final approval must be made by a majority vote of the faculty casting ballots.

FINANCIAL BENEFITS TO INSTRUCTORS FROM STUDENT MATERIALS: CONFLICT OF INTEREST RESOLUTION

Each year with the beginning of a new appointment period, faculty members should review the policies and procedures on requiring material for use by students for which the instructor derives direct or indirect financial benefit and of the approvals and reports that are required.

A conflict of interest may arise if faculty members derive direct or indirect financial benefit from materials required to be used by their students. Remedies to address such a potential conflict of interest may include:

- Faculty members should disclose the conflict of interest in writing and obtain prior written approval from their supervisor and the Vice President of Instruction to require the purchase of their own proprietary materials by their students.
- The request for approval must include a description of the material(s) and a justification for their use.

GRADES AND EXAMS

Faculty members will include grading and make-up policies in the syllabus for the course, at the course website, or announce such policies at the beginning of class meetings for each course.

Instructors have a fundamental responsibility to “inform students of their progress in courses as accurately and completely as possible.” In meeting this responsibility, mid-term deficiency grades are mailed to students as soon as possible following submission by instructors, with the reports made available to deans’ offices for advisors.

The policies for Incompletes, grade changes, Challenge Exams, and withdrawals are outlined in the college catalog.

Each faculty member is expected to select appropriate times for the periodic examinations that are necessary or desirable during the course of the semester, but if examinations are to be given at times other than the regular class period, these times must be published in the printed schedule and should also be announced at the first class meeting.

A copy of the final examination schedule is published in the Schedule of Classes. Any final examination must be given at times specified in the schedule. Whenever extreme circumstances make necessary a deviation from the announced schedule, clearance for such deviation must be obtained in advance from the appropriate supervisor and the Vice President of Instruction. No meetings, social activities, athletic events, or other extracurricular activities which require student participation will be scheduled during the final examination period. Any exceptions to this policy must receive prior approval from the Vice President of Instruction.

Final examinations in the summer term courses are to be given at the final scheduled class session.

Faculty members are responsible for submitting final grades and copies of their gradebooks to the Registrar's Office consistent with procedures established by the Registrar's Office.

INCLEMENT WEATHER POLICY

Faculty members should include in their course syllabus instructions on how students can learn prior to class time whether a class is cancelled because of weather conditions or for other reasons. Announcements that "North Arkansas College is closed" or "Classes at North Arkansas College are canceled" will mean that all classes have been canceled **and** the offices are closed. Radio stations KCWD 96.1 FM – Harrison and KHOZ 102.9 FM – Harrison will carry such announcements. Students, faculty and staff may also call the North Arkansas Snow Line, 743-SNOW (7669), for the latest update on college closings. The North Arkansas College web site will also be updated, whenever possible. Every effort will be made to notify the radio stations by 6:00 a.m. for day classes/operations and by 3:00 p.m. for evening classes/operations. A radio announcement will only be made for closings.

The Faculty Senate, as advised by the faculty as a whole, has the responsibility of recommending an appropriate method to make up missed instruction and/or exams in the event of significant cancellation of classes because of weather.

MAILBOXES

On-campus faculty members on both campuses have mailboxes, which they should check daily. Faculty should instruct their students to ask the receptionist to place material in or remove material from the mailboxes.

MEMBERSHIP IN PROFESSIONAL ORGANIZATIONS

Because North Arkansas College values professional development, members of the faculty are encouraged to hold membership in professional organizations and to attend meetings of those professional organizations. Individual membership dues are the responsibility of the faculty member; institutional memberships are paid by the college but must be budgeted each year. From year to year, funds to travel to professional meetings may be available through either the appropriate college department or the office of the Vice President of Instruction.

NO-SHOW PROCEDURE

In an effort to more accurately report official enrollment and to reduce the amount of money the college is liable for repaying from overpayment of financial aid, Northark implemented a No-Show Procedure that will require each instructor to verify rosters at the beginning of the semester on Faculty Access and indicate students who have never appeared in class even though they appear on the official rosters. Those students will be administratively dropped from the course(s).

1. The Registrar's Office will e-mail a memo to all faculty on the fifth class day of a fall or spring semester or the second class day of a summer session requesting all rosters be verified.
2. Using Faculty Access, faculty will verify enrollment in each class and record a "NS" (No-Show) grade in the grade block for any student who has never attended the class. Each class roster will be submitted whether a No-Show is reported or not.
3. All rosters must be verified and submitted through Faculty Access by the end of the tenth class day of a fall or spring semester or the fourth day of a summer session.
4. The Registrar's Office will drop all courses graded with a "NS" grade at 100% refund. (Students will not receive financial aid for those courses.)
5. The "NS" grade will only be available as a valid grade on faculty Access during this time frame.

OFFICE HOURS

Faculty members are responsible to the appropriate supervisor for posting and keeping office hours. During the regular academic year (fall and spring semesters), all full-time faculty members should keep a reasonable number of office hours to provide maximum accessibility to students, the actual number to be determined by faculty supervisors in consultation with individual faculty. The office of the Vice President of Instruction requires full-time faculty members to submit a list of their in-class hours and office hours at the beginning of each semester, and these hours for all the faculty are later combined into a booklet and distributed to each faculty member.

ONLINE LEARNING PROCEDURES

- For a first-time fully-online course, faculty will receive a \$1,000 stipend for developing a fully-online course. The stipend is paid for the first-time development of a course and does not apply to revisions or other faculty who might teach the course for the first time after the course has been taught by the originating faculty member. The development stipend can be paid \$500 at the beginning of the development of the project with the remaining \$500 being paid at the end of development or as a lump sum payment at the end of the development process.
- Faculty will receive a delivery stipend of \$500 at the mid-point of the semester that they first deliver a course on-line.
- Faculty cannot receive a stipend for subsequent deliveries of the same course (determined by unique course number, title, and content) or for future revisions of the same course.
- Fully online courses must be completed and ready for delivery within one year of the proposal being approved by the Vice President of Learning, Dean, and Coordinator of Online Learning.
- A “canned” or programmed online course will not be eligible for a development stipend but may be eligible for a delivery stipend.
- Faculty who would like to develop an online or blended course should follow these steps:
 - Contact the dean of the appropriate division for approval to begin the process and obtain the Online Course Development Proposal Form
 - Fill out and return the form to the Coordinator of Online Learning
 - Upon full approval of the proposal the instructor will arrange the required training with the Coordinator of Online Learning
 - The instructor will be assigned a mentor and will begin to develop his or her course

- Due dates for course development proposals
 - August 31st – Courses first taught in the Spring semester
 - January 31st – Courses first taught in either the following Summer or Fall semester

Common Training

- Before an instructor begins developing or teaching his or her first online or blended course he or she must have the following training:
 - complete the online orientation course
 - attend training on the computer-delivery system in use at the time
 - complete the workshop/course on developing/teaching online courses

- Time frames for training
 - If teaching for the first time in a Summer or Fall semester:
 - February 1 – March 31: Training with Coordinator of Online Learning
 - Note: June 1 – July 31: Optional training session for Fall or Spring delivery
 - If teaching for the first time in a Spring semester
 - September 1 – October 31: Training with Coordinator of Online Learning

- To ensure all instructors receive consistent information and maintain a consistent approach to using the learning management system (LMS) Northark personnel will be assigned the responsibility for supervising training in using the LMS for online courses.

- Designated trainers in each department will provide immediate help to instructors.

Course Approval

The Online Committee will review courses submitted by faculty and the mentor who works with the instructor developing the course. Upon approval of the course, it may be placed on the course schedule for the next semester.

- Time frames for approval
 - Fall delivery – Courses must be ready and approved by July 15
 - Spring delivery – Courses must be ready and approved by December 1
 - Summer delivery – Courses must be ready and approved by May 1

Additional Procedures

Northark's Online Committee has approved the following additional procedures for online faculty and courses:

- Faculty can expect the online course to become part of their normal teaching load but must accept that the college may assign that course to another instructor to teach if necessary.
- Online instructors must be available on-line to assist their students. This could be in the form of email and/or virtual office hours.
- Online instructors are expected to respond to their students within 24 hours. If the instructor is unable to respond within 24 hours, he or she should post an announcement stating this.
- Online instructors must keep the same required office hours on the Northark campus as on-campus instructors.
- The first time an instructor teaches an online class he/she should be limited to one online class.
- Faculty should not be allowed to teach an online course without having first taught the course in a traditional classroom setting.
- Students in online courses will evaluate their courses and instructors online, using an evaluation form specific to online course instruction.
- Students in online courses must take a final/major exam at a proctored site.
- Class size will be limited to 20 students for an online course. Overrides for the individual classes may be granted only with instructor approval.
- Registration for online/distance learning courses will follow the same registration schedule as traditional course registration. Course work in all fully online classes will not begin until the course orientation has been completed.
- Instructors of fully online classes must provide an orientation for their online students to give them any additional instructions not covered in the Orientation for Online Learners course (ORT 0010). This can be done face-to-face at the beginning of the semester or with a video and/or audio recording which should be placed on the Main Page of the course.

In an effort to bring consistency to online courses, a faculty committee has established common appearance and content and practices for all online courses. The committee's goals were to make all the courses look alike and to have students navigate all courses the same way.

Common Appearance and Content

- Students in online courses must take a final/major exam at a proctored site.

OUTSIDE EMPLOYMENT POLICY

Full-time faculty and non-classified administrative staff members may engage in limited and specifically approved outside employment for compensation provided this employment does not interfere with the employee's duties (such as by creating a conflict of interest or commitment). Similarly, employees planning to engage in outside employment must disclose by means of the appropriate form any relationships or activities which might give rise to conflicts, or the appearance thereof, with their duties, responsibilities or obligations to North Arkansas College.

Outside business interests, employment, or vocation should not in any way interfere with faculty obligations to the college. A further explanation of Northark's outside employment policy can be found in the North Arkansas College Employee Handbook Sections 3.11 and 3.12.

If outside employment involves work done for other state agencies, this employment may be covered by a standard state consultant contract and must conform to all state regulations. If professional or consultant services are rendered for other public agencies (including foundations and other nonprofit organizations), the income received (if in excess of \$500.00) must be disclosed as called for in Arkansas Code 21-8-203.

The North Arkansas College Employee Handbook Section 2.14 explains the Extra Income Statement.

OVERLOADS

Faculty members may teach overloads. Work done for extra compensation must not conflict with regular on-campus responsibilities. Overload pay is set at a per-workload-unit rate.

PART-TIME FACULTY

In order to achieve its mission, Northark relies upon part-time faculty to provide a broad spectrum of courses and scheduling options. Part-time faculty share the same academic freedom and responsibilities as full-time faculty, including annual evaluation, and classes taught by part-time faculty provide the same quality of instruction as those taught by full-time faculty. Part-time faculty may participate in the Faculty Senate and campus committees. The office of the Vice President of Instruction provides a booklet which describes procedures that specifically affect part-time faculty.

PERSONNEL FILES

In addition to the professional performance files kept by supervisors, the Human Resource Office maintains a personnel file containing all information pertinent to employment. This personnel file is the property of the college. The information therein is personal and confidential. Employees may review their own personnel files at any reasonable time. Supervisors may review an employee's personnel file for official reasons.

Employees are responsible for informing the Human Resource Office of any changes in personal status such as name, address, marital status, payroll deductions, insurance, etc. The college is not responsible for any loss of benefits caused by an employee's failure to report such changes.

More information regarding personnel files can be found in the North Arkansas College Employee Handbook Section 2.20.

POSTING GRADES

The Family Rights and Privacy Act of 1974, as amended, prohibits disclosure of personally identifiable education records to a third party without prior written consent. Accordingly, faculty should ensure that grade information posted or made available through graded papers left for collection in public places (such as offices or hallways) is not "personally identifiable." The Department of Education Regulations for the Act define "personally identifiable" information as that data or information which includes (1) the name of the student, the student's parent, or other family members; (2) the student's address; (3) a personal identifier (such as a social security number or student number); or (4) a list of personal characteristics, or other information which would make the student's identity easily traceable.

RESEARCH, SCHOLARSHIP, AND CREATIVE ACTIVITY

North Arkansas College recognizes the value of research, scholarship, and creative activity and encourages its faculty to pursue such activities providing that they do not interfere with regular job duties.

North Arkansas College, as a public community working within the framework of Arkansas legislative directives for community colleges, is not designated as a research institution and therefore no special provision is made for the advancement of research by staff members other than institutional analysis.

The writing of articles and books is a type of professional activity which is encouraged. However, as an institution with instruction as a primary responsibility, no pecuniary allowance will be made for such activities other than credit for professional improvement or growth in the employee evaluation process.

RESIGNATION

All employees are required to notify their supervisors of their resignation as early as possible, but faculty especially must recognize the impact of their resignation upon the program of the institution and give due notice of their intentions. Notification should be in writing, with a copy of the letter of resignation submitted to the Human Resource Office. The letter will be forwarded to the President who will report it to the Board of Trustees and report on its acceptance. There is also some additional paperwork from the resigning faculty member that will be required by the Human Resource Office. Resigning employees will usually be able to collect their checks during the next regularly scheduled pay period providing the exit interview has been completed.

Faculty members who do not intend to sign a contract for the next employment period should also notify their supervisor and the Human Resource Office in writing as soon as possible.

ROSTERS

Rosters are available through Faculty Access virtually 24/7. The Registrar's Office will correspond with faculty four times a semester via e-mail regarding important roster information:

1. Preliminary rosters: the Registrar's Office will send an e-mail before classes begin as soon as preliminary rosters are ready. These rosters will reflect up-to-date registration and adds or drops, and instructors should check them before each class meeting until they receive official rosters.

2. Official class rosters: the Registrar's Office will send an e-mail on the fifth (5th) day of class for fall or spring semesters and the third (3rd) day of summer sessions requesting that instructors certify rosters and submit them electronically (on Faculty Access), indicating any No-Show students. (See No-Show Procedure above.)
3. Mid-term rosters: the Registrar's Office will send an e-mail before the mid-term exam period requesting deficient grades for all students and mid-term grades for all high school students to be submitted electronically (on Faculty Access). The Registrar's Office will provide a list of high school students to appropriate instructors.
4. Final grade rosters: the Registrar's Office will send an e-mail before the final exam period requesting final grades to be submitted electronically (on Faculty Access) by the deadlines in the official semester/summer session calendars.

SECURITY AND AFTER HOURS

Between the hours of 10:00 p.m. and 6:00 a.m. Monday through Friday, and on weekends, holidays, and school closings, general facility access will be restricted. For exceptions see the North Arkansas College Employee Handbook section 6.4.

Security and maintenance staff will not open an internal area or office for anyone, including Northark employees, without direct authorization from faculty or management of the particular area or office.

When deemed necessary for the protection or safeguard of Northark property, security and maintenance personnel may ask any individual or group for identification and/or to leave the facility.

Employees are reminded to lock and secure their respective areas at each close of business session.

Even during normal hours (6:00 a.m. to 10:00 p.m.), instructors, technicians and supervisors of specific areas or buildings which contain hazardous, sensitive, or expensive items should lock and secure their own facilities when they must leave and the area is unattended.

SEMESTER TEACHING LOAD

The Faculty Senate approved the following Faculty Workload Procedures and Guidelines on September 9, 2002:

The full-time faculty of North Arkansas College are professionals who prepare for and teach classes, advise and assist students, evaluate student performance, participate in committee, departmental, divisional, and institutional activities, engage in continuous professional improvement, participate in staff development

(in-service) and perform other duties as assigned. Faculty will post and maintain regular office hours.

FACULTY TEACHING LOADS

The guidelines that follow will be used in assigning teaching loads for faculty with nine-month contracts. Because of the requirements of the various programs, a faculty member's workload may consist of various combinations of lectures and laboratories.

GUIDELINES

1. A normal teaching load for a faculty member during the nine-month contract year is 30-32 workload units, 14-16 units per semester. The faculty will teach 14-16 workload units per semester except in cases where the program requires an adjustment. All exceptions should be documented in writing by the Division Chairperson/appropriate supervisor and approved in advance by the Vice-President of Instruction.
2. Any faculty member with an anticipated load of less than thirty units per nine-month contract year may be assigned additional duties for that year by the Division Chairperson/appropriate supervisor in consultation with and as approved by the Vice-President of Instruction.
3. Compliance with accrediting agency guidelines or cooperative agency agreements may require variation from these guidelines.
4. A faculty member will be paid for a teaching overload when workload exceeds 16 units in a semester. Overload payments will be paid during the semester in which the overload occurs and will be calculated from a base of 15 workload units.
5. Workload for faculty in certificate and A.A.S. programs will reflect the requirements for the students to complete the program. Overload will not be paid for these additional hours.
6. Instructors who teach multiple courses in the same time slot will receive workload unit credit for one class.
7. Workload for team taught classes will be prorated among participating instructors.
8. Workload units are determined by the required level of student supervision as defined by the Faculty Senate:

- A. **Level of Student-Supervision: Lecture**
Workload Units: One workload unit per faculty-class contact hour per week. Fifty minutes is equal to one instructional contact hour.
- B. **Level of Student-Supervision: Laboratory/ Shop/ Performance Arts**
Faculty member provides supervision; introduces information; schedules the lab work; provides individual skills instruction.
Workload Units: Two-thirds workload unit per faculty-class contact hour per week; hence, two workload units per three faculty-class contact hours per week.
- C. **Level of Student-Supervision: Studio**
Faculty member provides some supervision, reinforces information in a less structured setting.
Workload Units: One-half workload unit per faculty-class contact per hour per week; hence, one workload unit per every two faculty-class contact hours per week.
- D. **Level of Student-Supervision: Practicum with indirect supervision**
Faculty member shares the responsibility for the practicum with the work agency; prepares for, monitors, and evaluates the placement of the student on the job site. Faculty member gives indirect, periodic, on-going supervision. EXAMPLES: laboratory training, field experiences, externships, internships, on-the-job training, and practicums.
Workload Units:
1-4 students = 1 unit
5-8 students = 2 units
9-12 students = 3 units

SEXUAL HARASSMENT

Sexual harassment is reprehensible and will not be tolerated by North Arkansas College. It subverts the mission of the college and threatens the careers, educational experience, and well-being of students, faculty, and staff. Relationships involving sexual harassment or discrimination have no place within the college. In both obvious and subtle ways, the very possibility of sexual harassment is destructive to individual students, faculty, staff, and the academic community as a whole. When, through fear of reprisal a student, staff member, or faculty member submits or is pressured to submit to unwanted sexual attention, the college's ability to carry out its mission is undermined.

Sexual harassment is especially serious when it threatens relationships between teacher and student or supervisor and subordinate. In such situations, sexual harassment exploits unfairly the power inherent in a faculty member or supervisor's position. Through grades, wage increases, recommendations, promotion, and the like, a teacher or supervisor can have a decisive influence on a student's, staff member's, or faculty member's career at the college and beyond.

While sexual harassment most often takes place in situations of a power differential between the persons involved, the college also recognizes that sexual harassment may occur between persons of the same college status. The college will not tolerate behavior between or among members of the college community that creates an unacceptable working or educational environment. No member of the college community shall engage in sexual harassment. For the purposes of this policy sexual harassment is defined as unwelcome advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature when:

- a. Submission to such conduct is made explicitly or implicitly a term or condition of an individual's employment or status in a course, program, or activity:
- b. Submission to or rejection of such conduct is used as a basis for an employment or education decision affecting an individual: or:
- c. Such conduct has the purpose or effect of unreasonably interfering with an individual's work or educational performance or of creating an intimidating, hostile, or offensive environment for work or learning.

THE COLLEGE CAN BE HELD LEGALLY LIABLE FOR HARASSMENT BY ONE OF ITS EMPLOYEES OR STUDENTS TOWARDS ANOTHER IF THE COLLEGE KNOWS OR SHOULD HAVE KNOWN THAT THE HARASSMENT HAS OCCURRED. Each employee in the line of delegated authority will be held responsible unless immediate action is taken to halt the abuse and to discipline the offender.

Consensual Relationships

No faculty member shall have an amorous relationship (consensual or otherwise) with a student who is enrolled in a course being taught by the faculty member, or whose academic work, workstudy appointment, or extracurricular activity, is being supervised, coached, or directed, by the faculty member or jointly coordinated with another faculty member. Further, in such situations (and others that can not be anticipated), the faculty member may face serious conflicts of interest and should be careful to distance himself or herself from any decisions that may reward or penalize the student involved. A faculty member who fails to withdraw from participating in activities or decision that may reward or penalize a student with whom the faculty member has or has had an amorous relationship will be deemed to have violated his or her ethical obligation to the student, to other students, to colleagues, and to the College.

Complaint Procedures

Any employee, student, or visitor to the college campus who wants to lodge a complaint, formal or informal, may do so with the Human Resource Office or the Vice-President of Instruction. Employees can contact the Human Resource Office for a confidential discussion of sexual harassment issues; this discussion does not constitute a claim. Faculty should refer to the guidelines in the Administrative Procedures Manual or contact the Human Resource Office for additional information.

STRATEGIC PLANNING AT NORTH ARKANSAS COLLEGE

In September 1998, Northark developed a strategic plan in order to respond to the changing education and training needs of north Arkansas” in the 21st century. The college sought input from groups of community representatives from business and industry; school districts; community organizations; local government agencies; and Northark faculty, staff, and students. The college also reviewed the Arkansas Higher Education Strategic Plan and the recommendations of the accreditation self-study.

The strategic plan that resulted specifies nine key areas of emphasis for development.

1. Focus on partnerships with business, industries, public schools, and community.
2. Focus on Allied Health and Health Education programs.
3. Focus on leadership in technology and new educational delivery mechanisms.
4. Focus on quality and accountability.
5. Improved student accessibility and flexibility in scheduling and developing programs to meet customer needs. (Increase the use of technology to improve learning through the design and delivery of programs and services.)
6. Find new and innovative sources of funding.
7. Improve recruitment and retention.
8. Focus on aggressive, pro-active marketing for expanding students’ expectations and increasing public support.
9. Focus on community input to develop strategic and long-range plans.

The plan also identifies specific strategies to achieve the institutional objectives.

Although every staff member at North Arkansas College is involved in the implementation and ongoing development of the strategic plan, faculty play a direct role in Institutional Goal 1, Curriculum and Instructional Programs. The following selection of Institutional Goals, Institutional Objectives, and Strategies require faculty effort or directly affect faculty. For the complete document, see “Strategic Plan for Servicing Northern Arkansas” on the Institutional Research and Assessment website at http://www.northark.edu/Departments/IR_Web/index.htm.

INSTITUTIONAL GOAL 1: Curriculum and Instructional Programs

To provide comprehensive, high quality educational programs that are committed to successful student outcomes.

- IO 1. To produce graduates who have achieved an acceptable level of reading, writing, and math competency.
- IO 2. To provide freshman and sophomore-level courses for students who plan to transfer to senior-level institutions.

- IO 3. To provide a program of general education which ensures that students acquire the knowledge and skills necessary to enable them to live effectively in our society.
- IO 4. To provide developmental courses designed to ensure that students are adequately prepared for college-level courses.
- IO 5. To offer challenging academic courses for highly able students.
- IO 6. To provide high quality technical programs responsive to the needs of the community and local industry and designed to provide immediate employment.
- IO 7. To provide retraining opportunities for individuals who wish to qualify for new careers, acquire new job skills, or advance present job skills.
- IO 8. To offer educational programs geared to new and emerging career fields.
- IO 9. To provide a means for identifying expected instructional outcomes and assessing their attainment to ensure continual course and program improvement.
- IO 10. To provide local access to students for junior, senior and graduate-level courses and programs offered by other schools.
- IO 11. To ensure that agreements exist to facilitate the articulation of programs and courses between and among other institutions and agencies.
- IO 12. To provide student access to academic programs through the expanded use of distance learning technologies, telecourses and the internet.
- IO 13. To provide effective, innovative, and contemporary approaches to teaching and learning.
- IO 14. To offer classes and programs at times, such as weekends and evenings, that accommodate working students.
- IO 15. To provide opportunities for students to be actively involved in their communities.

Strategies:

- Provide faculty with the opportunity to work, intern, or take continuing education courses in their respective technological areas.
- Monitor emerging trends in technology.

INSTITUTIONAL GOAL 2: Quality Personnel

To attract retain, and support a highly qualified faculty and staff who are committed to excellence in the learning environment.

- IO 1. To provide a performance appraisal system for all personnel.
- IO 2. To provide a comprehensive professional development program which emphasizes both personal and professional improvement or all personnel.
- IO 3. To maintain salaries and benefits at a level which equals or exceeds regional averages.

- IO 4. To maintain a systematic recruitment, selection, and orientation process that will ensure the hiring and retention of the most qualified personnel available.
- IO 5. To provide a means of recognizing outstanding or exceptional contributions of personnel.

Strategies:

- Implement annual performance evaluation for all employees followed/ accompanied by staff development and annual report of all employees.
- Enhance current salary and benefits package. Annual survey of comparison ranking will measure within 76-81% of budget salaries and 28% cap of benefits.

INSTITUTIONAL GOAL 3: Student Support

To provide support services which assist students to meet their educational and career goals.

- IO 1. To provide courses and services that orient students to and enhance their success within the learning environment.
- IO 2. To provide academic and personal assessment methods which accurately diagnose student deficiencies.
- IO 3. To provide academic advising services that assure appropriate course placement.
- IO 4. To provide support programs and activities that increase the retention rate of all students.
- IO 6. To promote student development by providing opportunities for leadership, cultural events, physical fitness, recreation, and social interaction.
- IO 7. To evaluate student support services to assure responsiveness to student, faculty, and staff needs.

Strategies:

- Form more partnerships with business and industry to provide students with workplace experience and job entry skills.
- Enhance involvement with area schools and education.

INSTITUTIONAL GOAL 4: Administration

To provide administrative services and information systems that ensures productivity, fiscal responsibility, and accountability.

- IO 3. To develop evaluation processes for programs and services that are used as a basis for management decision-making, and accountability efforts.

- IO 4. To promote a climate of mutual trust and respect within the college community.
- IO 5. To maintain a climate in which communication throughout the organization is open, candid, and effective.

Strategies

- Expand college involvement in community activities.
- Involve all personnel in marketing the college.
- Form partnerships with area schools, businesses and professional organizations to provide unique training and educational opportunities.

INSTITUTIONAL GOAL 7: Community Outreach and Partnership

To provide programs that meet area needs through community involvement, partnerships, and outreach activities.

- IO 1. To meet the changing workforce development needs of our community through education and training developed in partnerships with business and industry.
- IO 2. To establish partnerships with area businesses and industries, service providers, governmental agencies, and other civic, economic, educational, and cultural groups.
- IO 3. To establish and sustain strong partnerships with public schools based on shared goals and joint activities.
- IO 4. To fully integrate the college into the local economic development effort.
- IO 5. To make college facilities, staff, and students available to promote civic and cultural life in the community.
- IO 6. To provide community service activities which support local, civic, economic, educational, and cultural needs.
- IO 7. To provide opportunities for social and cultural interaction with people of various backgrounds.

Strategies:

- Seek greater cooperation and collaboration with area schools, businesses, and industry.
- Increase instructor involvement with the community through reward system for involvement.

INSTITUTIONAL GOAL 8: Institutional Advancement

To promote and encourage public support of the college.

- IO 1. To present a positive image to the college's various publics: prospective students and their families, alumni, business and industry, governing

- boards, accrediting agencies, the legislature, other academic institutions and ourselves.
- IO 4. To create an institution known in the community as intellectually exciting and stimulating and offering high quality programs and services.
- IO 5. To sponsor each year a rich program of cultural events, such as lectures, concerts, and art exhibits.
- IO 6. To host visitors from other countries and offer student, faculty and staff exchange programs.

STUDENT ACTIVITIES

Each student organization of the college must have faculty members or staff as advisors. Faculty members who become advisors to student organizations should advise their supervisor of this new responsibility. The Vice President of Instruction may confer with faculty members or others who have been asked to serve as advisors regarding responsibilities they accept in sponsoring a campus organization.

Student activities such as field trips and athletic events should be planned so that student absence from other classes is held to a minimum and should be scheduled far enough in advance so that students with part-time employment have the opportunity to make necessary arrangements. Notice of all such activities should be given to the appropriate supervisor, who will then forward the notice for approval to the Vice President of Instruction. If possible, faculty advisors should notify other faculty in advance of such activities and identify those students participating.

Faculty advisors should inform students that individual instructors set their own policies regarding make-up work; therefore, it is the students' responsibility to be aware of those policies, to inform their other instructors of an absence, and to make arrangements about missed work if possible.

STUDENT ATTENDANCE POLICY

Education at the college level requires active involvement in the learning process. Therefore, students have the responsibility to attend classes and to actively engage in all learning assignments or opportunities provided in their classes. Instructors have the responsibility to provide a written policy on student attendance included in a course syllabus.

The North Arkansas College Catalog and the North Arkansas College Student Handbook both state:

It is the responsibility of faculty members to advise their classes, in writing, of their attendance and makeup policies. It is the student's responsibility to discuss

any absences and the possibility of makeup work with the instructor as soon as possible.

Students are expected to attend all class meetings and officially withdraw from courses they are no longer attending. However, if students fail to withdraw, their instructors will not allow them to remain on class rolls when it becomes clear that excessive absences prevent the student's successful completion of the course. Once an instructor has determined that a student has missed too many classes to pass the course, the instructor will officially withdraw the student rather than allowing the student to remain on the class roll and receive an "F" at the end of the semester.

As a general rule, missing more than 15% of scheduled class meetings (six class hours in a traditional 3 credit lecture course, proportionately more in classes with laboratory, studio, or clinical components) constitutes excessive absence. In online classes, a student's failure to participate for a period greater than two weeks constitutes excessive absence. Instructors in online courses will monitor attendance based on participation in the class as evidenced by turning in assignments, participation in discussion boards, e-mail, or other formal contact. Students must consult the course syllabus for the attendance policy set by individual instructors.

Since we believe that consistency among faculty in the handling of absences plays a vital role in promoting student success,

- Instructors will keep an accurate record of attendance;
- Instructors will include the class attendance policy printed in the current college catalog in each course syllabus;
- Instructors will include their individual class attendance policy in each course syllabus if it differs from the class attendance policy printed in the current college catalog; and
- Instructors will make a check of excessive absences after the first two weeks of class and periodically thereafter, dropping students with excessive absences.

STUDENT GRIEVANCE

On occasion, issues arise between faculty and students that cannot be resolved in an informal manner; therefore, the student grievance format for both Academic Due Process and Non-Academic Due Process can be found in The North Arkansas College Student Handbook.

SUMMER SCHOOL APPOINTMENTS

Full-time faculty will be given priority for those classes offered in summer school. However, employment for summer school is not always available to all faculty members who may wish to teach. The number of faculty members employed during the summer session is determined by the estimated student demand in each subject. Full-time faculty will be compensated for teaching summer school at the rate of pay for teaching overload classes.

SYLLABI

Every course syllabus at North Arkansas College will contain information for students that will be organized into the following components:

1. Title page that includes the following:
 - name of institution
 - title and number of course
 - # of course credit hours
 - weekly course schedule (e.g. MWF 9:00 or TR 1:30)
 - instructor name and department or division
 - office #
 - telephone #
 - e-mail address
2. Current catalog course description
3. Rationale for course (what is the purpose of the course; why it is taught; how it can benefit the student)
4. Audience for course (who should be taking this course; what knowledge, skills, abilities, or experiences should the student have; what are the prerequisites or corequisites)
5. Next course in sequence (if appropriate)
6. General course goals
7. Specific course outcomes/objectives/competencies to include
 - general education outcomes (if applicable)
 - assessment procedures
8. Resources needed for the course (what textbooks and supplies the student needs)
9. Resources available for the course
 - what resources are available to help students with their learning needs
 - should include as a minimum the instructor's office hours
 - could include resources in the LAC, LRC, or other sources
10. Instructional/teaching methods
11. Outline of course requirements
12. Course evaluation (grading) procedures including
 - method of evaluation

- weight of each method
 - minimum performance level on each criteria for major methods such as papers or presentations
 - detailed outline of what the student must do to earn each grade
13. Attendance policy including
 - what constitutes excessive absences
 - consequences of absences
 - how to make up missed work (if make up is allowed)
 14. Tardiness policy (if appropriate)
 15. What constitutes academic dishonesty including
 - procedures that the instructor will follow if he or she suspects dishonesty
 - the consequences if dishonesty is verified
 16. Course calendar/schedule (what will be taught when; when tests are scheduled, etc.)
 17. Provision for changing the syllabus (how and when the student will know of any change in the syllabus)
 18. Lab requirements (if appropriate)
 19. Safety rules (if appropriate)
 20. Statement of student responsibilities
 21. ADA statement: North Arkansas College complies with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990. Students with disabilities who need special accommodations should make their requests in the following way: (1) talk to the instructor after class or during office hours about their disability or special need related to classroom work; and/or (2) contact Special Services in Room M188 and ask to speak to Kim Brecklein.
 22. Form for acknowledging receipt of syllabus:

NORTH ARKANSAS COLLEGE
SYLLABUS ACKNOWLEDGEMENT

Course:

Semester

I acknowledge by signing below that I have received the syllabus for the course indicated above. I have reviewed the syllabus and understand the objectives of this course. Further, I understand how my performance will be evaluated and how my final grade will be determined. I am aware of my instructor's office hours, and I know how to contact him or her for help with and/or clarification of course contents or procedures.

(Student Signature)

(Date)

23. Anything else that will help students succeed in the course

24. Optional item: questionnaire to determine student reaction to the syllabus (Was the syllabus helpful? Did it facilitate learning? How could it be improved?)

Dissemination:

1. Every student in every course at Northark will receive a copy of the course syllabus and will acknowledge receipt of that syllabus
2. An official copy of the syllabus for every course will be kept on file in the office of the Vice President of Instruction.
3. Additional copies of the syllabus for every course will be kept on file in the offices of the faculty secretaries and the division chair or program director.

TEACHING RESPONSIBILITIES

Faculty members assigned to teach classes are responsible for determining that the content of their classes is appropriate to each course, as described in the official course syllabus and in the catalog, and that the course content achieves the coverage indicated by that description. (The section entitled “Curriculum Changes” describes the process for proposing changes to the catalog description.) They are also responsible for choosing appropriate texts and other teaching materials in a timely way and in consultation with their supervisor and other faculty teaching the same course. Faculty members are responsible for confining classroom discussion to subjects related to the topics of concern in the course. They are responsible for holding the classes and giving final exams at the times and places approved for them, except as changes are authorized by their supervisor or the Vice President for Instruction. They are responsible for providing reasonable accommodation to students with documented disabilities, consistent with policies and procedures of Special Services (contact: Molly McCorkindale).

Faculty members are responsible for maintaining in the classroom an environment appropriate to academic endeavor. North Arkansas College does not condone discriminatory treatment of students or staff on the basis of age, disability, ethnic origin, marital status, race, religious commitment, sex, or sexual orientation in any of the activities conducted upon this campus. Members of the faculty are requested to be sensitive to this issue when, for example, presenting lecture material, assigning seating within the classroom, selecting groups for laboratory experiments, and assigning student work. The college faculty, administration, and staff are committed to providing an equal educational opportunity to all students.

SECTION THREE: SUPPORT SERVICES

COMPUTER RESOURCES FOR STUDENT RESEARCH, ASSIGNMENTS AND TESTING

- **Open computer lab:** The library provides 25 computer workstations (20 on South Campus, 5 on North Campus) for use by students for research, class assignments, on-line coursework, e-mail, etc. Every effort will be made to ensure

that all software packages utilized for Northark courses are available on these workstations. Lists of what software packages are installed on which workstations will be posted in the library to help students find the appropriate resources. Due to licensing and hardware constraints, not all workstations will have identical software installations. Students are requested to use workstations with the minimal software suite that meets their needs so that maximum student benefit can be obtained from the Open Computer Lab. Students must have signed ID's and a current Northark computer account.

- Student support for the Open Computer Lab is available from the Testing Center Administrator located in the Testing Center in the South Campus Library and from the library staff in the North Campus Library. These personnel will offer assistance to students using the Open Computer Lab as allowed by their other duties and will help to resolve technical issues with the Open Computer Lab in cooperation with Microcomputer Services.
- Certification Testing Center: The Certification Testing Center, housed in the Northark South Campus Library, will provide students and the general public the opportunity to take professional certification examinations in many areas including Information Technology, Real Estate, Financial Planning, Nursing pre-certification testing, and numerous other areas. Specifics on particular examinations are available on Northark's website and at the Certification Testing Center. Examinations may be scheduled on-line, over the phone, or in person at the Certification Testing Center. Seven computer workstations are currently available in the Certification Testing Center. In situations where testing is required for large groups or whole classes, the instructor should make arrangements with the Certification Testing Center Administrator to schedule and configure a computer lab on the North or South Campus to support the testing requirement.

FACULTY SUPPORT OFFICE

The faculty support offices on the North and the South campuses provide secretarial support for faculty. The office staff assists with correspondence, classroom work (handouts, tests, and transparencies), reports, special projects, copying and other work. Test production has priority over other work, as this will impact student grades.

A full handbook describing the services of this office is available from the faculty support office. Copyright guidelines are included. In the future, the handbook will be available on-line.

LEARNING ASSISTANCE CENTER

The Learning Assistance Center is a supplemental classroom resource and provides valuable services to students and faculty. These services include:

- Tutoring: math
- Testing : make-up testing arranged by faculty
- Study Rooms
- Writing Center: tutoring in writing, grammar, and resume writing
- Audio-visual Checkout: math, accounting, and writing
- College Preparatory Lab Classes: Composition, Grammar, College Reading

A detailed brochure describing these services is available from the Learning Assistance Center.

OTHER SERVICES AND RESOURCES

Please refer to the Employee Handbook, Section 7, for other helpful information regarding check cashing, copies, keys, library, lost and found, mail routing and distribution, maintenance/custodial, parking, petty cash, Pioneer Club, snack bar, speakers' honorariums and telephone services.

TECHNOLOGY SUPPORT

The Information Technology Services staff provides assistance with desktop and lap-top computers and PDA devices. IT Services maintains a website at <http://www.northark.edu/mcs/index.htm> .

IT Services also assigns each registered student a computer account, username, and password, and e-mail account.

TEXTBOOKS AND SUPPLIES

The bookstore provides textbooks for purchase and also institutes a buy-back program for students when books will be used again in another semester. In order that the bookstore will be notified of new texts (and therefore not buy-back old editions), the faculty should submit a textbook list to the bookstore eight weeks prior to the end of the semester. The bookstore regularly sends a comprehensive list of faculty and their current texts to the division chairs and program directors early in each semester, so that faculty can make decisions about future texts in the coming semesters. Faculty should contact vendors for desk copies of potential texts. The Faculty Support Office has a current list of book vendors and resources for books in print.

Faculty may also acquire office supplies at the bookstore. There is a system for logging in purchases by department number and signature. These expenses are totaled and allocated to the user department's budget.

Special office supply needs that are not available in the bookstore require a purchase requisition. The bookstore staff may also be able to order materials for faculty at a volume discount, especially when other departments have similar needs. See the Employee Handbook, Section 2.31 for additional details regarding purchase orders.